

# 2012 Strategic Planning Retreat



Final Report of the June 20, 2012 Strategic Planning Retreat

## Report Introduction



### TOWN OF WESTFORD

Office of the Town Manager

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TO: Board of Selectmen  
 cc: All Board, Committees, Commissions, Department Heads  
 FROM: Jodi Ross, Town Manager *Jodi Ross*  
 DATE: July 27, 2012  
 RE: Summary report from June 20 Strategic Planning Retreat

Please find attached a summary report of our 2012 Strategic Planning Retreat. Our intent of this report is to summarize the event for public consideration, and sustain and build upon the cooperative spirit and positive rapport that was on display that evening.

Our retreat was held on June 20, 2012 at Kimball Farm in Westford. Although the temperature hovered around 95 degrees, 107 participants braved the heat and joined us for an evening of information sharing, questions, and constructive input from our residents. This event was well-received and we have included helpful comments we received after the event to help improve our retreat next year.

In this report you will find summaries of the discussions and key points highlighted from each session. All of the materials distributed to attendees and presented during the meeting are also included as appendices and are available on our website at: [westfordma.gov/retreat](http://westfordma.gov/retreat)

We began the event with a brief presentation and panel discussion of the fiscal condition of our town: preparing for FY14 and beyond. Topics that were covered included:

- What we have done to reduce/control expenses
- The cost of providing adequate services
- The cost of maintaining our existing assets
- Choices that may be required regarding reduction of service levels
- Revenue generating ideas
- Possible override request

This session was followed with break-out group discussions on key policy issues and topics including:

- Economic and Planned Development along Route 110,

- Education – Mandates, Budget, Full-Day Kindergarten, and other issues
- Examining Municipal Property, Capital Needs, Possible New Revenue from Facilities
- Underage Drug and Alcohol Usage Awareness

This report includes summaries of each topic compiled by the facilitators; along with both verbal and written input we received during and after the event.

I would like to highlight several key ideas that arose during our retreat and in the many follow-up discussions that have been held in the weeks since.

- The vast majority of residents was pleased with the event, and enjoyed the “opportunity to informally meet with town staff and committees”. Our Master Plan calls for regular all-board events, and we believe that such regular collaboration will support coordinated efforts toward shared public policy goals.
- Some attendees felt that the agenda was ambitious, which resulted in inadequate time to fully consider discussion items, while also limiting their ability to engage in each session. Others supported the range of topics as timely and informative.
- It was suggested that perhaps the town come with a list of questions to ask the audience, with perhaps electronic voting available.
- As a companion to larger events such as this, it was suggested that it may be useful to host smaller policy-specific meetings regarding issues that fall under multiple local jurisdictions or are of interest to multiple boards and the general public.
- We believe the event itself served as a beneficial catalyst, and that we were successful in sharing timely, significant information in a concise format. We also believe we were successful in facilitating public discussion in a relaxed environment (several commented they enjoyed holding the event outdoors). If events such as this are held on a regular basis, we believe this will improve communication regarding which action items are receiving the greatest attention, and also encourage participants in such efforts to regularly self-evaluate progress and make adjustments as needed.

The Board of Selectmen has directed us to hold this event annually, although we may consider trying it in the fall versus the summer to see if attendance improves. Thank you to the Board of Selectmen and the many other town officials, department heads, and staff members who contributed to the planning, information assembling, and conducting of our 2<sup>nd</sup> annual retreat.



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**All Photographs in this report were taken by Bill Turner, Conservation Resource Planner and Chris Hayes, Planning Intern**

## Town Finance Discussion

Facilitators: Andrea Peraner-Sweet, Board of Selectmen Chair; Angela Harkness School Committee Chair; Mark Kost, Finance Committee Vice Chair; John Cunningham Public Works Initiative Committee Chair; Jodi Ross, Town manager; Bill Olsen, School Superintendent; Dan O'Donnell, Budget Director

Town Manager Jodi Ross made a brief presentation of the fiscal condition of our town and explained how we are preparing for FY14 and beyond. Examples were given illustrating how we have reduced and/or controlled expenses, the cost of providing services to the residents, the cost of maintaining our existing assets, and the choices that may be required regarding reduction of service levels. Detailed financial information was distributed in the meeting packet and is included with this report as Appendix A.

After the presentation there was a panel discussion with retreat attendees by the chairs of the following committees: Board of Selectmen, School Committee, Finance Committee, Budget Solutions Task Force, Capital Planning Committee, and Public Works Initiative; and the town manager, school superintendent, and budget director. The following questions were posed by residents and discussed.



Jodi Ross, Town Manager

### School Spending

**A resident asked what are we going to do to slow spending on the school side. Town budgets have grown over the past ten years; however the school budget has grown at a rate over inflation every year. The resident commented that an override will not solve the problem if the school budget continues to grow at the current rate. The rate of growth of the school budget has to be solved. What does the long term plan over 20 years look like?**

Superintendent Bill Olsen responded that the school budget took a big hit several years ago and “we are trying to claw our way back”. He said one in three citizens in our town is in a public school. Mr. Olsen feels the 2.9% increase is not a problem; but a symptom of underfunding that we are trying to deal with. He reported school budgets have increased due to mandates and increased enrollment. The new teacher evaluation model cost \$30K in this year and will cost \$40K next year. The school has one million square feet of buildings and associated staffing and technology costs. Per student, our costs are in the lower 30% of all MA schools. We are in the bottom 30% of school spending and the top 5% of performance. Proposition 2 -1/2 restrains our ability to generate additional revenue.

#### Highlights

- We are in the bottom 30% school spending and the top 5% of performance
- Selectmen established an Economic Development Committee to look at attracting businesses that are in line with Westford values
- Our public roads have more than doubled since 1978, without any additional staff in the highway department
- Only police officer has been added since 2000
- Regionalization has been successful in some departments and will continue to be considered

**A resident said it would be helpful to know what percentage of “unclassified” (health insurance and retirement) are for school personnel so we understand the true costs of educating our children.**

### ***Regionalization***

**A resident asked if we believe that regionalization could provide some solutions. He thought it could be worth looking into.**

Jodi Ross expressed that although we have examined and in some cases regionalized programs, in many instances regionalization does not always deliver the same level services that we currently provide, and there are not cost savings. We are looking at many opportunities, but they do not always make sense. Recently we examined regionalizing our dispatchers, but it would have cost us more money, for less service, and the proposal relied on state funding, which could be discontinued. This year the Board of Selectmen entered into mutual aid agreements with surrounding towns to share equipment and resources such as heavy equipment.

Ellen Rainville stated the library is taking advantage of regional opportunities such as the library network of 36 members used for automated interlibrary loans.

Bill Olsen mentioned that the schools are part of a purchasing collaborative. He researched regionalized Sped transportation. He said he did not feel this is the climate to give up local control.

### ***Service Levels***

Jodi Ross stated that the number of town roads has more than doubled since 1978. No new employees have been added to the Highway Department since that time and we have the best plowed roads of any of our surrounding towns. The Police Department has only added one position in the past twelve years.

**A resident said we cannot have a budget that is rising at a rate that is higher than resident’s income. A 3 – 4 year solution is not going to be sustainable over time. He questioned why we were not projecting more “new growth revenue” for all the new construction along Route 110.**

### ***Revenue Ideas***

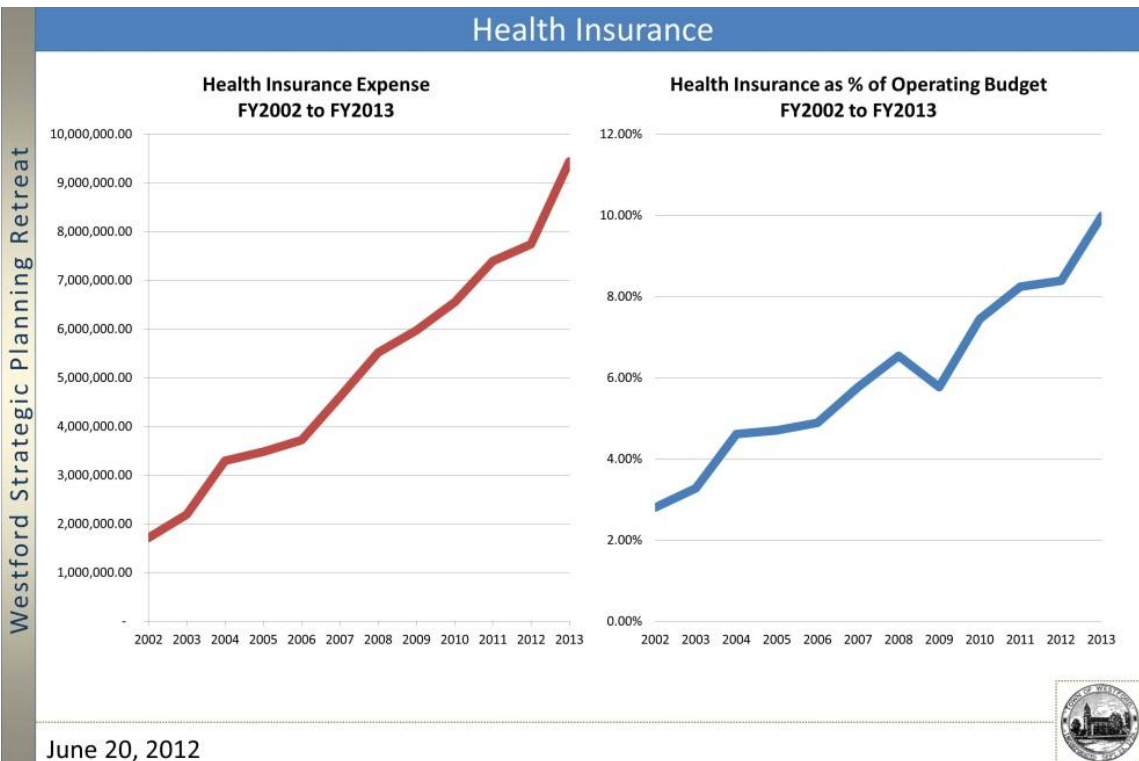
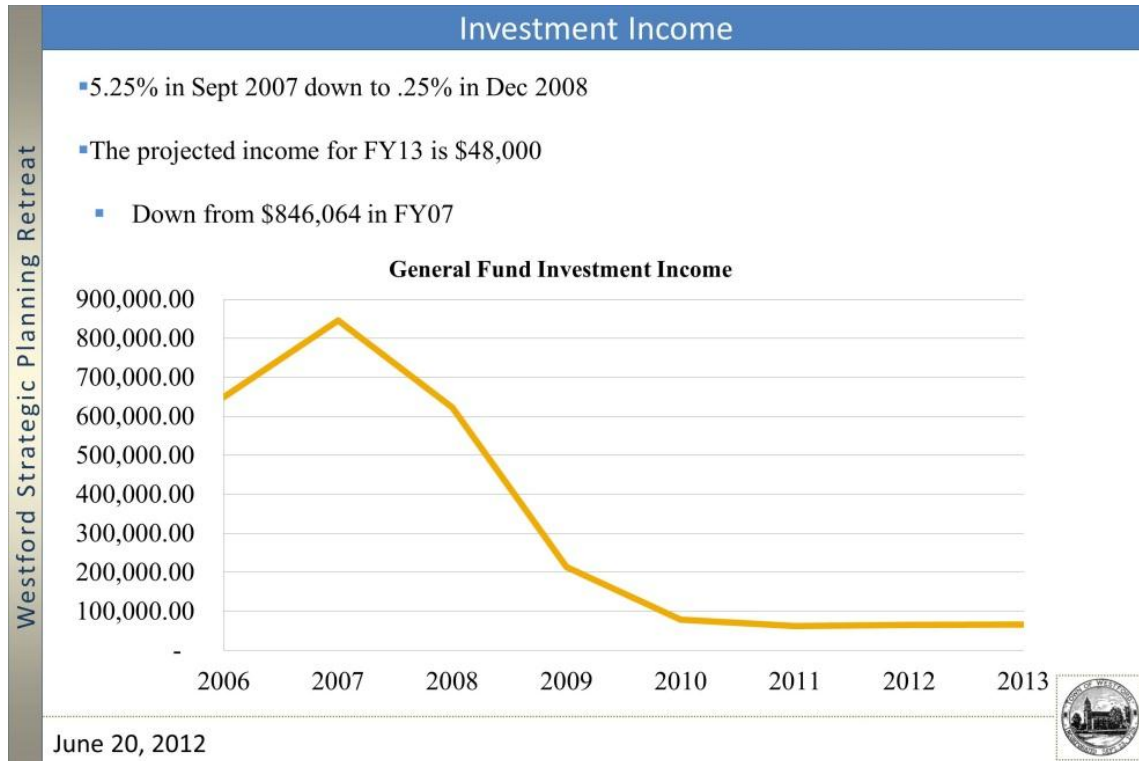
Selectman Chair, Andrea Peraner-Sweet stated the Board of Selectmen (BoS) is appointing an Economic Development Committee to examine development potential and pursue ways to promote Westford. Red Hat, Juniper, Cisco, and Goodrich either expanded or relocated recently into our town. The Route 110 corridor is attracting new development that is consistent with our Master Plan.



**Pictured above: Dan O'Donnell, Budget Director; Paul Alphen; Ellen Rainville, Library Director; Leslie Thomas, Water Commissioner; Robert Creegan**

## Financial Posters

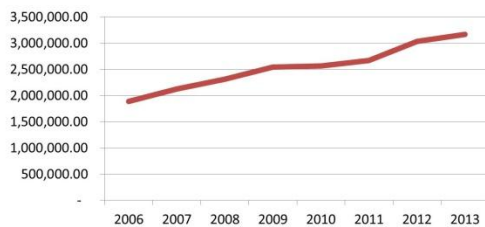
The Finance Team prepared posters which were presented to supplement the finance discussion. Additional posters are available on the Strategic Planning Retreat web page ([www.westfordma.gov/retreat](http://www.westfordma.gov/retreat)). For questions or more information about these posters contact the Budget Director or Tax Collector/Treasurer's office.



## Understanding Middlesex Retirement Costs

- **How is the Retirement System Funded?**
  - Employer Contributions
    - Assessment based on our own employee's, retirees, salary, disability, mortality rates, etc.
  - Employee Contributions
    - Hire Date Prior to 1/1/1975 5%
    - After 1/1/1975 and prior to 1/1/1984 7%
    - After 1/1/1984 and prior to 7/1/1996 8%
    - After 1/1/1996 9%
    - After 1/1/1979 (earnings over 30k) +2%
  - Return on Investments
    - Actuarial rate of return 8.125%
    - Losses and gains "smoothed" over 5 years
- **What is the "Unfunded Pension Liability?"**
  - The single sum value of lifetime benefits to existing pensioners
  - 63% of assessment towards unfunded liability
  - Insufficient employee contributions in the 70's and 80's, reduced employer share contributions during years of market gains, reluctance to decrease actuarial investment assumptions, and some well publicized pension loop holes lead to the deficit
- **Pension Law Reform Highlights**
  - Eliminated one day for one year service for elected officials
  - Elected officials must serve ten years to become vested
  - Eliminated "working out of grade" disability calculations
  - Extend full funding of retirement systems to 2040 – Middlesex target is 2035
  - Increase minimum retirement age and maximum benefit age
  - Retirement calculation based on highest earning five years instead of three

### Middlesex Retirement Assessment



Note: Teachers contribute to Mass. Teacher's Retirement which is funded by the State. There is no town appropriation.



June 20, 2012

## Understanding Middlesex Retirement Costs

### Illustration of Employee Contributions

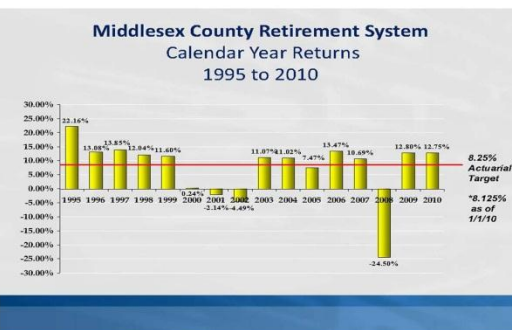
Effect of 9% Contribution for Group 1 Members

Assumed Salary Increase: 4% per year

Investment Return: 8% per year

### Approx. % Value of Benefits Paid by Employee

Age at Hire:	25	35
Retirement Age – 55	115%	100%
Retirement Age – 60	104%	90%
Retirement Age – 65	128%	89%



### Membership

- 4,800 retired/ survivor/ beneficiary members
- Average benefit is \$19,400
  - State Average for local retirement systems is \$21,200
- Westford has 151 retired participants

### Oversight

- The Middlesex Retirement System is overseen by the Public Employee Retirement Administration Commission (PERAC)

### Did you know....

- The municipal pension system in Massachusetts is governed by MGL Ch 32
- Town and School employees are not eligible to accrue social security benefits through their town employment
- In the private sector social security is deducted from employee pay and matched by the employer at the rate of 6.2% on all wages
- In fiscal year 2011, wages, salary, overtime, etc. totaled \$52,228,961
- If the town had to pay social security tax on those wages, the total would have been \$3,238,195
- The Middlesex Retirement Assessment in fiscal year 2011 was \$2,666,208



June 20, 2012

## Concurrent Break-Out Group Sessions

### Group 1 - Economic and Planned Development along Route 110:

Group 1 Facilitators: Chris Kluchman, Town Planner; Kevin Borselli, Planning Board member; Paul Starratt, Town Engineer (recorded by Chris Hayes, Planning intern)

The facilitators described the ongoing business activity along Route 110, including development projects, infrastructure projects (road and water), and they shared the anticipated revenues and funding sources. Additional information was distributed in the meeting packet and is included with this report as Appendix A. The following are questions and comments from participants:

**You mentioned the anticipated revenues from new commercial development - what are the increased costs to the town for providing services to new development?** We do not have cost of service information today. Generally, commercial services cost the town less than residential. The Princeton Properties 40B project for 200 units of rental housing conducted a fiscal impact analysis which showed that development is expected to be slightly revenue positive.

**What is the town's attitude towards tax concessions?** This would be an excellent question for the newly forming Economic Development Committee (EDC). Recently, Town Meeting approved Tax Increment Financing (TIF) for the expansion of the Red Hat office building at Tech Park West. The town currently has the same tax rate for commercial and residential uses, while industrial use is slightly higher.

**If residential and commercial pay the same tax rate, why not raise the tax rate for businesses?** Generally, businesses use many fewer services than residences do, and raising tax rates for businesses while also trying to encourage business development sends a mixed message. This is also a good policy topic for the EDC.

**Does the town have fiscal projections for future development projects that are not yet under construction?** The town is doing a better job of anticipating when new projects will be constructed, but long term projections are difficult for several reasons: 1) approved projects may or may not be built in a particular timeframe, 2) sometimes development changes over time, and 3) it is not possible to estimate the number, type and intensity of new development in the Commercial Highway (CH), and Industrial Highway (IH) zoning districts, because of the variety of uses allowed in these districts. For example, office and retail are both allowed in the CH district, so it is difficult to predict how a property will be developed.



Chris Kluchman, Town Planner and Kevin Borselli, Planning Board member

#### Highlights:

- Minot's Corner design should accommodate traffic for a 20 year period
- The town currently has the same tax rate for commercial and residential uses, while industrial use is slightly higher
- The Princeton Properties 40B project for 200 units of rental housing conducted a fiscal impact analysis which showed that development is expected to be slightly revenue positive

**Is the Tiki Lau project approved for retail? What is going on at that site?** The approval of the new 18,000 square foot retail development on the former Tiki Lau/mini golf site was appealed by the developer, so the timeframe for construction is up in the air until the litigation is settled.

**Related to the detailed design of Minot's Corner that was presented at this session, what is the extent of the seven lane configuration?** Town Engineer Paul Starratt described the Minot's Corner intersection design and noted that the intersection was last improved approximately 29 years ago. Mr. Starratt described the interface of the Minot's Corner project, and the improvements to Route 110 and Boston Road being completed by the developer of the Cornerstone Square project. The Minot's Corner intersection will have the widest number of lanes, which will increase the capacity and improve the existing delays. There will be pedestrian crossings installed as part of this project which do not exist now. The seven lanes at Minot's Corner taper down to four lanes in each direction, which then decrease to two lanes. The Minot's Corner project boundary is from the Cornerstone Square improvements on the west to Nixon Road on the east.

**The design of MC seems to be far from the vision described by the Route 110 Master Plan because there is so much asphalt.** The intersection is getting wider in order to improve the traffic flow. There is a landscaped median shown on the plans extending east from the intersection.

**Who will maintain the landscaped median within Route 110?** MassDOT has the responsibility to maintain landscaped areas within Route 110.

**Can we have "nice looking" traffic signs for Minot's Corner?**

MassDOT has to follow the Manual of Uniform Traffic Control Devices, that the traffic signs will green with white lettering. One reason this - it is considered safer to have uniform signs so that motorists recognize the type of sign.



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quickly

**Does the design of Minot's Corner include consideration for future development on the Route 110 Corridor?**

Yes, the design should accommodate traffic within a 20 year planning period, and does include anticipated development along the Route 110 Corridor.

**What is going on with Market Basket?** The Cornerstone Square project will have a 60,000 square foot Market Basket store. The facilitators did not know what will happen to the existing Market Basket store.

**Is commercial development clustered in certain areas of town?** The town's Zoning Map is the mechanism that directs new development and Route 110 is the primary commercial/office area, and Groton Road (Route 40) is the

other commercial/industrial area in town. The majority of Westford is zoned for single family residential (Residence A or B).

## Group 2- Education – Mandates, Budget, and other issues:

Group 2 Facilitator: Bill Olsen, School Superintendent

This group discussed the impact of the ongoing challenging fiscal climate on the School Department and examined trends and projections related to education funding. Additional information was distributed in the meeting packet and is included with this report as Appendix A. The following are a few key points that were discussed.

Bill Olsen presented an overview, referring to charts and information from his FY13 budget documents and presentations.

- The school budget percentage increase has stayed fairly constant year-to-year since the new buildings opened in the early 2000's. The School Department had to cut services each year, and implement fees, in order to stay within the appropriation each year.
- 94.4% of the School Department budget is funded by the town appropriation, the remainder is funded by fees, and other outside sources such as school choice, grants, etc.
- Enrollment is stabilizing, but has not begun to drop. In-migration, rather than births, accounts for much of the new enrollment each year.

Questions from the group:

**Why has the School Department hired 60 new student support services (special education) staff from 2008 through 2013 when the actual special needs population did not go up by a similar percentage?** Mr.

Olsen responded, not all new hires were teachers – many were 1:1 aides, administrative staff such as psychologists and team chairpersons, and transportation staff. Positions were needed to address requirements of individual education plans (IEPs). Many times an aide will enable us to keep the student in our local schools rather than a more costly out-placement. 17 or more 1:1 aides were added in just the last few years. The average outside tuition used to be in the range of \$30,000. Now it is closer to \$60,000. Some placements can go as high as \$200,000. It is very important to ensure that the IEPs are appropriate for each student. Bill Olsen advised participants to contact Courtney Muller (Director of Pupil Services) to learn more about the special needs programs. Ms. Muller and Mr. Olsen are available to meet with members of the public who have concerns and questions.



Bill Olsen, School Superintendent

### Highlights:

- Average per pupil cost is approx. \$11,000, but for special ed. it is closer to \$24,000
- The average outside tuition for special ed. was in the range of \$30,000. Now it is closer to \$60,000 and can go as high as \$200,000.
- We use a program called eSped to prepare and track IEPs and services
- Full-day kindergarten, if implemented, may require additional space at the Nabnasset School

**We seem to be boxed in by mandates and unions, with no efficient way to get to savings. When do we expect to see enrollment drop so we can begin to see some savings?** We have cut seven elementary staff due to lower enrollments over the last few years. This is reviewed every year as part of the budget process. We have hired general education interventionists (reading and math support personnel) to support the general ed population and retain students there, rather than moving to special ed where the cost to educate goes up. The average per pupil cost is approximately \$11,000, but for special ed it is closer to \$24,000.

**How many classrooms would be needed if we go to full-day kindergarten?** We have the capacity at Robinson and Miller but Nabnasset would be tight. We might need modulars at Nabnasset. We may be able to move one of the modular sections of the Millennium School over to Nabnasset. The School Committee has not yet made a recommendation about full-day kindergarten.

**The Millennium Building has served the town well, but if we want to extend the life of the building we must maintain the roof and other systems. How will this be addressed?** Mr. Olsen estimated there are 10 – 15 more years of useful life for the Millennium School.

**All town departments including schools have scoured their budgets, and there are no more “low hanging fruit”. The town needs exceed the 2.5% allowed by Prop 2 1/2%. The resident suggested every town in the Commonwealth lobby the legislature for change, believing the rate should, at a minimum, be indexed.**

**How does the town get back to the situation in the 1990’s (no fees, more programs). We are not poorer, so why can’t we get back?**



**Pictured left to right: Terry Ryan, School Committee member; Selectmen Bob Jefferies and Valerie Wormell**



### Group 3- Examining Municipal Property, Capital Needs, Possible New Revenue from Cell Facilities

Group 3 Facilitators:

John Mangiaratti,  
Assistant Town  
Manager; Tom  
Mahanna, Permanent  
Town Building  
Committee Chair; Mark  
Kost, Capital Committee  
Chair John Cunningham,  
Public Works Initiative  
Committee Chair  
(recorded by Ellen  
Rainville, Library Director)



This session examined ways to coordinate and fund capital improvements for long term sustainability of our resources and infrastructure. Recent recommendations from the Public Works Initiative Committee (PWIC) and the Permanent Town Building Committee (PTBC) were reviewed and discussed. There was also a brief discussion about what opportunities exist to utilize municipal property to generate new revenue from leases, cell facilities, and/or solar power generation facilities.

Additional information was distributed in the meeting packet and is included with this report as Appendix A. The following are a few key

#### Highlights:

- Facility summit needed to improve coordination on facility projects and planning
- Bundling and bonding long-term capital needs over the next five years may help to reduce the backlog of capital projects
- Expertise in the school facilities department could help with maintenance of other town buildings

points that were discussed.

Over \$35 million of capital needs have been identified by departments. Capital has been funded at an average of \$1.5 million in recent years, but one project could potentially take up the entire appropriation, for example, \$10-11 million for proposed new facilities is included in the \$35 million.

**Can we solicit corporate help to fund these projects? Could programs such as adopt-a-building or adopt-a-site help fund building improvements?**

**What projects are to be considered a higher priority? For example, we have two ambulances with more than 100,000 miles.**



**Mark Kost, Capital Committee Chair and  
Selectman Jim Sullivan**

The Public Works Initiative Committee (PWIC) updated the group on their recent activities, such as implementing recommendations from the Comprehensive Master Plan and Ad Hoc Public Works Committee, centralizing

procurement, examining care and custody of facilities, and investigating other opportunities to share resources without extra cost.

The group reviewed facility issues and discussed the Permanent Town Building Committee's recent recommendations. The use of former fire stations in Graniteville for storage and the substation in Forge Village for the IT department are not effective uses for these buildings. The town should consider using CPA funds to develop a Master Plan for the site containing the Town Farm Building, Rogers Fire Station, and School Barn. The Millennium building and Water Department garage are buildings that could provide temporary space while a Master Plan is developed.

The potential for cell tower revenue should be pursued, but it requires more study and analysis to find suitable locations.

Energy efficiency should always be considered in the reuse of buildings.

Is there a way to better utilize the expertise in the schools maintenance staff to help with town facilities needs?

The group agreed a facility summit would be a good way to align the current activities of the Capital Planning Committee, Permanent Town Building Committee, Public Works Initiative Committee and the Energy Committee.



**Tom Mahanna, Permanent Town Building Committee Chair**



**John Mangiaratti, Assistant Town Manager**



## Group 4 - Underage Drug and Alcohol Usage Awareness and Prevention

Group 4 Facilitators: Andrea Peraner-Sweet, Board of Selectmen Chair; Sandy Collins, Health Director; Tom McEnaney, Police Chief; Jim Antonelli, Westford Academy Principal

The session began with the premise that underage drug and alcohol abuse does exist in Westford.

Residents were given statistical information on underage drug and alcohol use in Westford, which was obtained from the 2010 Westford Youth Risk Behavior Survey (WYRBS). This survey is administered in grades 6-12. Additional data may be obtained through the Westford Against Substance Abuse (WASA) web site at [www.wasa.org](http://www.wasa.org) and results were also provided to the school committee earlier this year.

Information was disseminated to all participants on the ongoing drug and alcohol prevention initiatives and activities, which are currently provided through W.A.S.A., the Health Department, the Schools and Police Department.

The group was asked to identify specific concerns they had related to topic and the following list was generated:

- **What drugs are circulating and being abused?**
  - Percocet, alcohol, hand sanitizers, prescription drugs
- **Where are drugs coming from?**
  - Lowell and surrounding towns. It has also been reported that our youth are obtaining and distributing to friends and other students.
  - Studies and community data have shown that since marijuana has been legalized, its use has increased.



Chief Tom McEnaney and Andrea Peraner-Sweet, Board of Selectmen Chair

### Highlights:

- Increased parent education and awareness is critical
- School Resource Officers are needed
- K9 vehicle needed to support Police K9 program



- There is a real concern that parent perception is that underage drug and alcohol abuse does not exist in Westford despite evidence.
- **One resident commented that kids aren't being held responsible for their actions and they have no consequences.**
  - There is a need for more parental diligence checking for paraphernalia and searching their children's cars to detect use.

***Ideas Generated From the Participants:***

- There is a need for financial support for a cruiser van for the Police K-9.
- WASA and others should generate a list of signs and symptoms for parents to be aware of, which might indicate their child was using drugs.
- We should support and bring back a school resource officer to deal with the day-to-day concerns seen and provide more diligence.
- They requested that we find a way to ensure we are educating kids about being ethical.
- Be sure we increase parent education sessions on underage drug and alcohol use, including WASA programs at events such as: Parent Athlete Night and Parent Orientations. Principle Antonelli committed to making this occur.

Additional information was distributed in the meeting packet and is included with this report as Appendix A.

## **Comprehensive Master Plan Exhibit**

A standing exhibit was available for review at this year's Strategic Planning Retreat regarding the 2009 Westford Comprehensive Master Plan, and the status of implementation of the action items included in the plan. Some action items are complete, others are well underway, and others are anticipated. This exhibit provided a great deal of information, including how to access status updates at public meetings and on the town of Westford website, and provided participants with the opportunity to offer input on how the town can best prioritize its efforts to continue progress toward Master Plan implementation. This information may be viewed on the Strategic Planning section of the town website. A reduced scale version of these posters are also attached as Appendix B.



**Angus Jennings, Director of Land Use Management**

## 2012 Strategic Planning Retreat Participants

*(Names and affiliations as they were entered on sign-sheets)*

Mary Alcorn, Resident  
 Paul Alphen, Resident  
 James Antonelli, Schools  
 Kathy Auth, School  
 Chip Barrett, Hwy Supt.  
 Tom Barry, Resident  
 Bob Boonstra, ConsCom  
 Kevin Borselli, Planning Board  
 Alan Bugos, Recycle Comm.  
 Betsy Bulger, COA  
 Conni Burgoyne, Resident  
 Kathleen Canavan, Energy  
 Zac Cataldo, BOH/Health  
 Ron Caterino, Resident  
 Chauncey Chu,  
 Christine Collins, Treasurer/Collector  
 Sandy Collins, Health/Resident  
 Christopher Couto, GIS  
 Joyce Crane, Press  
 Rob Creegan, Resident  
 Michael Croteau, Police Dept.  
 Judy Culver, School Comm.  
 John Cunningham, ConsCom  
 Eli Demetri,  
 Richard Diaz, Citizen  
 Laura Dickey, Resident  
 Buffie Dierks, Library Trustee  
 Leslie Doherty, WASA  
 Patricia Dubey, Asst. TC  
 Thomas Dubey, Town Hall  
 David Earl, ZBA  
 Stephen Edwards, Resident, Westford CAT  
 Kris Erickson, Recycle Comm.  
 Eric Fahle, ConsCom  
 Paul Fassbender, Resident  
 Sarah Fauaf, Reporter-Lsun  
 Alice Ferro, Town Acctnt.  
 Susan Fraser, Veterans Affairs  
 Dennis Galvin, Planning Intern  
 Gloria Gilbert, WFM  
 Matt Hakala, Town Hall  
 Angella Harkness, SC  
 Christopher Hayes, Planning Intern  
 Scott Hazelton, WHA  
 Pam Hicks, Employee  
 Susan Higgins, WASA  
 Mike Higgins,  
 Aime J.,  
 Rob Janoch, Resident  
 Ann Jefferies, Conservation Comm.  
 Bob Jeffries, Selectman

Angus Jennings, Land Use  
 Emily King,  
 Chris Kluchman, Planning Intern  
 Hajo Koester, Library  
 Erika Kohl, School Comm.  
 Mark Kost, FinCom  
 Lenore Kost, Crisafulli  
 Penny Lacroix, WHS  
 Matt Lewin, Planning Board  
 Gail Lorden, Citizen  
 Darren MacCaughey, BOH/Health  
 Edna MacNeil, Resident  
 Tom Mahanna, PTBC  
 Peter Mahler, ConsCom  
 Jack Mangan, Historical Comm.  
 John Mangiaratti, Staff  
 Patti Mason, WHS+Resident  
 Andrew McDonough, Town Hall  
 Tom McEnaney, Police Dept.  
 Amy McGrath, Resident  
 Margaret Murray, SC  
 Bill Nussbum, Resident  
 Daniel O'Donnell, Budget Director  
 Rose O'Donnell, Resident  
 Bill Olsen, School Supt.  
 Titus Palmer, Water  
 Ray Peachey, Health  
 Andrea Peraner-Sweet, BoS  
 Bob Price, LWV  
 Daniel Provost, Cemetery  
 Ellen Rainville, Library  
 Richard Rochon, Fire Chief  
 Jodi Ross, Town Mgr.  
 Kelly Ross, BOS  
 Terence Ryan, Sch.Comm.  
 Patricia Savage, Parks/Rec/Cemetery  
 James Schuele, Citizen  
 Joanne Sheehan, COA  
 Jim Silva, AHC  
 Terry Stader, Veterans Affairs  
 Charles Stark, Recycle Comm.  
 Paul Starratt, Engineering  
 Andrew Stern,  
 Jim Sullivan, Selectman  
 Andrew Sylvia, Westford Patch  
 Joe Targ, EM/Fire  
 Leslie Thomas, Water Comm.  
 Bill Turner, Conservation  
 Jonnie Walker-Rohs, BOH/Health  
 Mike Wells, Tech Dept.  
 Alden Wood,

**Appendix A – Meeting Packet**

**Appendix B – Master Plan Poster Exhibit**

**Appendix C - Participant Survey Results**